

Western Federal Lands New Employee Orientation

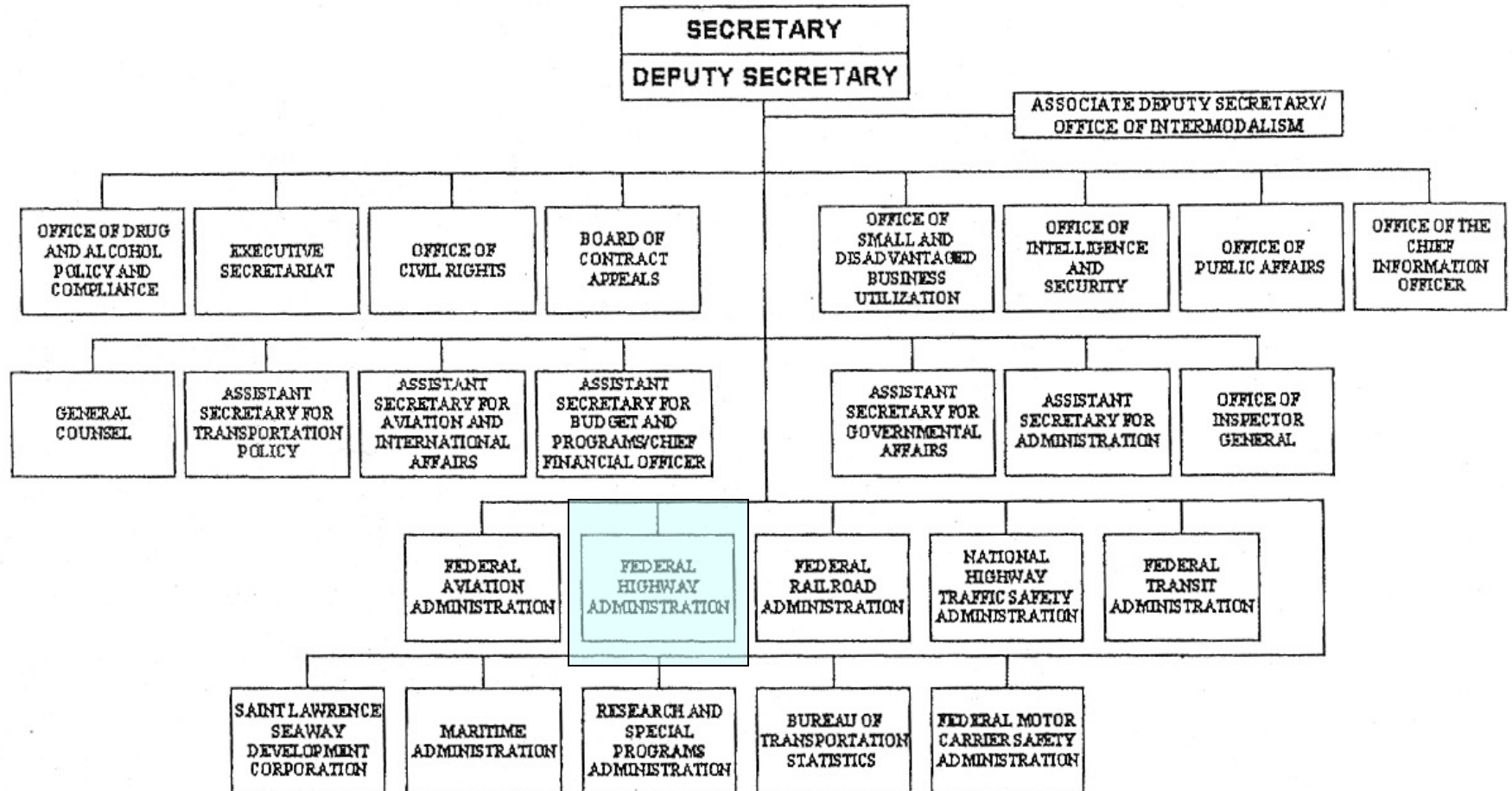


Overview

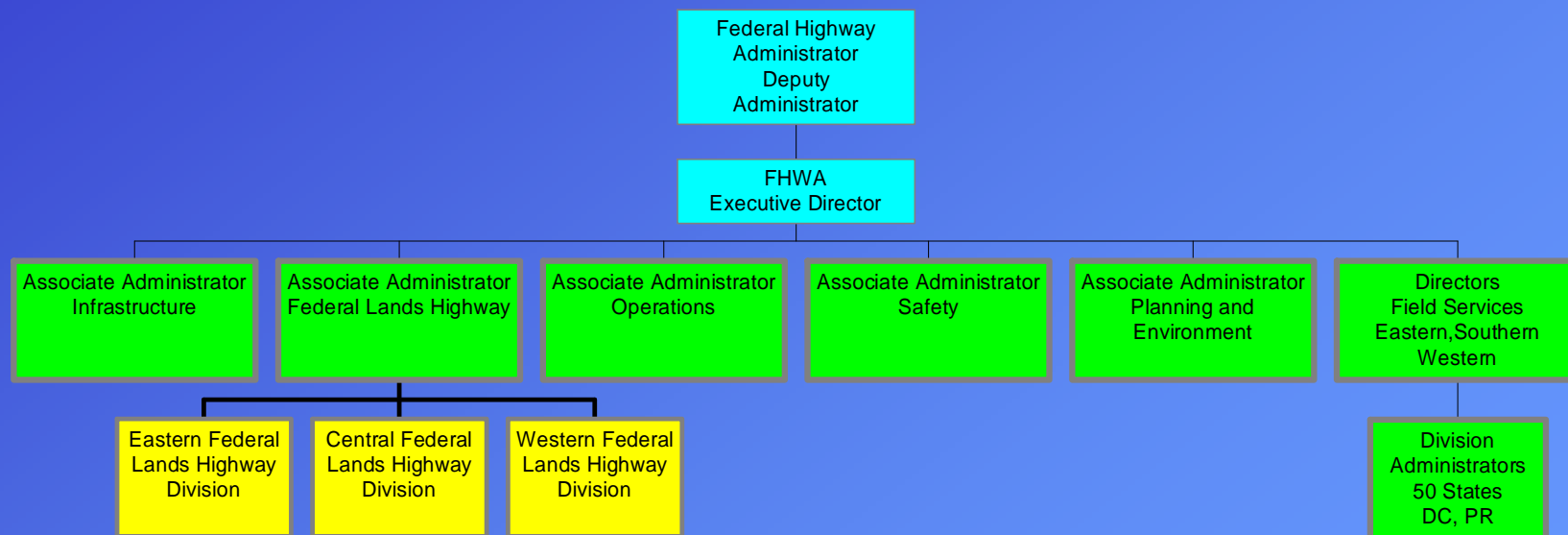
- Introduction
- Federal Highway Administration and Western Federal Lands – the BIG PICTURE
- Business Focus
- Construction Branch Responsibilities
- Field Pool Responsibilities
- Ethics and the Inspector
- Construction References
- Personal Focus



U.S. Department of Transportation



Federal Highway Administration Organization

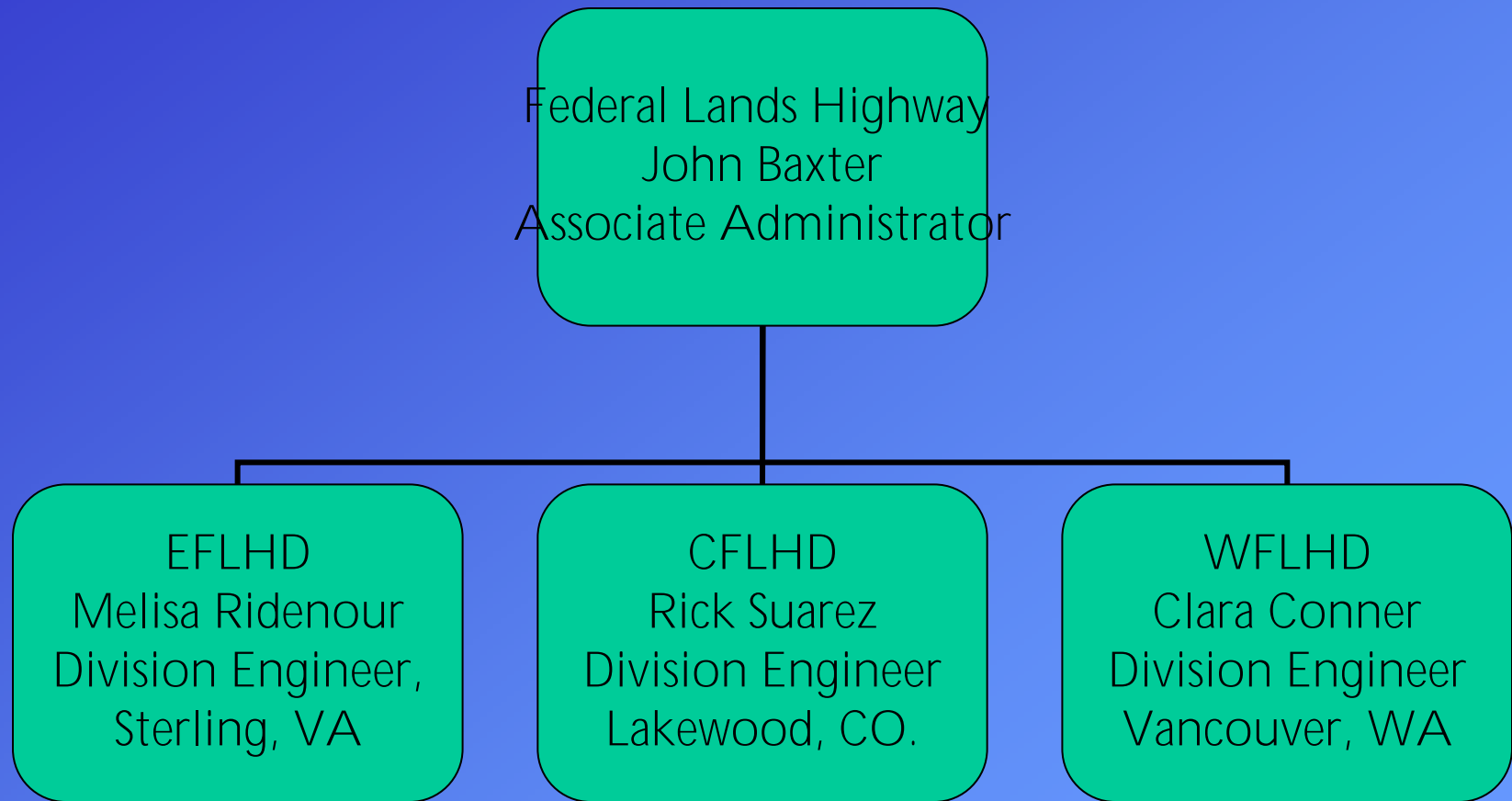


Federal Highway Administration

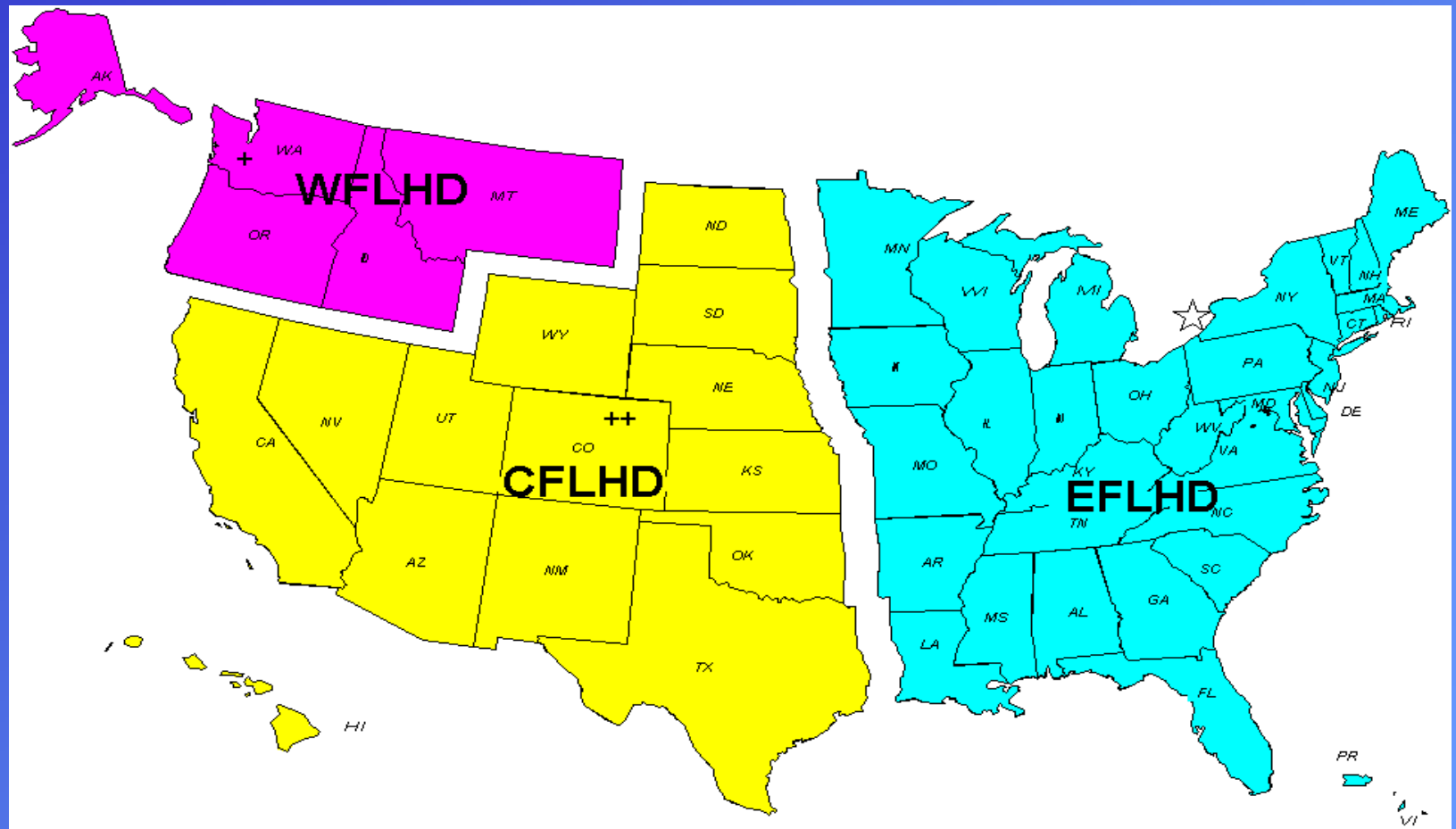
- Federal-aid Program
 - Headquarters
 - Resource Centers (4)
 - 52 Division Offices
 - State Administered, federally assisted
 - \$37.9+ Billion/yr
 - 2400 employees
- Federal Lands Program
 - Headquarters
 - Resource Centers (4)
 - 3 FLH Divisions
 - Plan, design, build
 - Direct federal contracting
 - Administered with FLMAs
 - \$860+ Million/yr
 - 700 employees



Federal Lands Highway



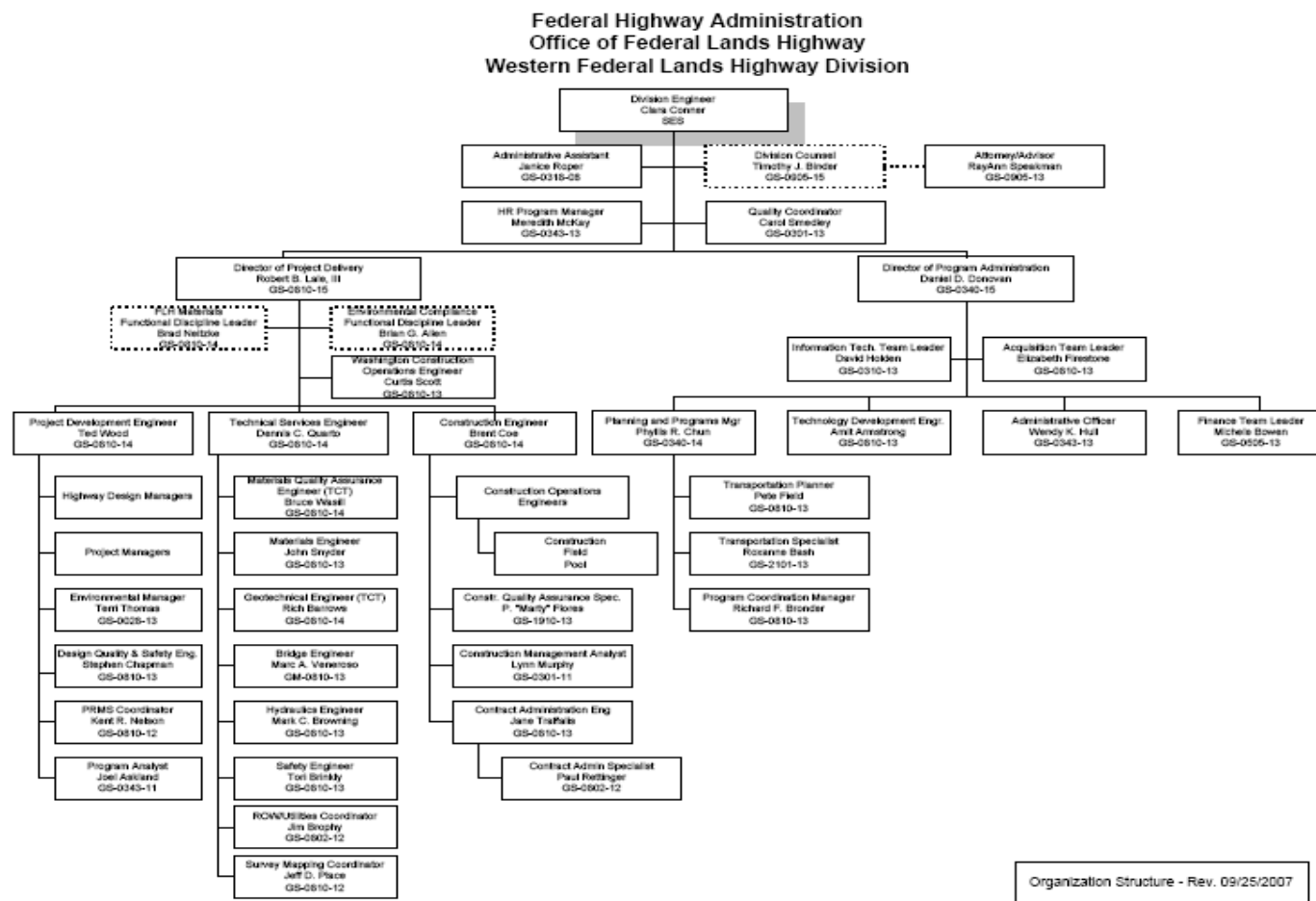
Federal Lands Highway Division Offices



Western Federal Lands



Western Federal Lands



Economic Importance of Federal Lands

- Travel, tourism, recreation
- Large employer
- Recreation
- Income producer



FLH's History

- **1893** Office of Road Inquiry (*FHWA's Beginning*)
- **1921** BPR Western Region w/ 10 Districts
- **1934** BPR Region 15 for 31 eastern states
- **1967** FHWA / Fed. Hwy. Projects (4 Regions)
- **1982** Federal Lands Highway Office



Federal Lands Highway Program

Public Law 97-424, the "Surface Transportation Assistance Act of 1982"

- * For the first time, federally-owned roads were recognized as public roads and would receive a portion of funding under the Highway Trust Fund.



Core Business Areas

- Program Administration
- Program Delivery
- Professional Development
- Technology Delivery



Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)



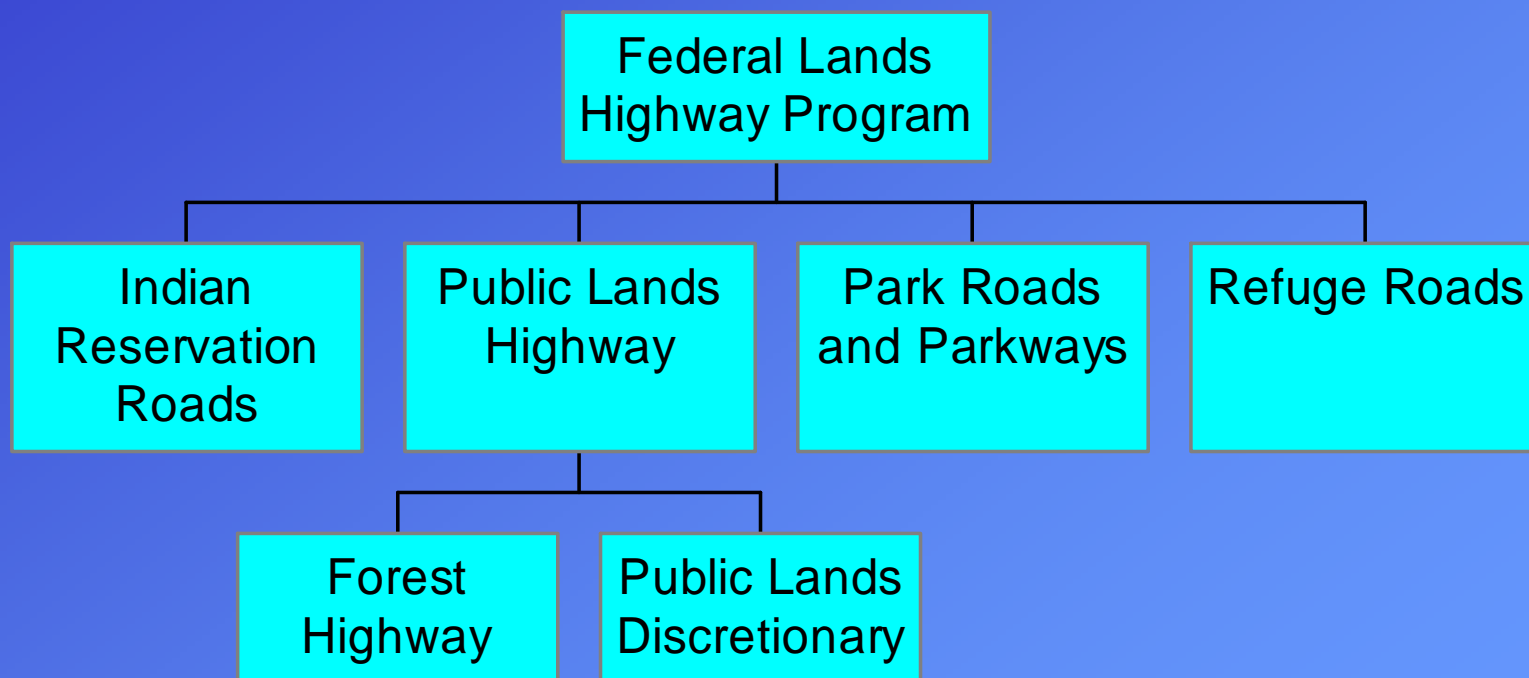


Summary of SAFETEA-LU



- President Bush signs SAFETEA-LU into law August 10, 2005
- Largest surface transportation investment in our Nation's history
 - \$286.5B over 5 years
- Federal Lands Highway Program – Avg. 23% increase

Federal Lands Highway Program Categories



FLH Partners

- National Park Service
- Forest Service
- U.S. Fish & Wildlife Service
- Bureau of Indian Affairs
- Federally recognized Tribal governments
- Military Traffic Management Command
- State DOT's
- Counties

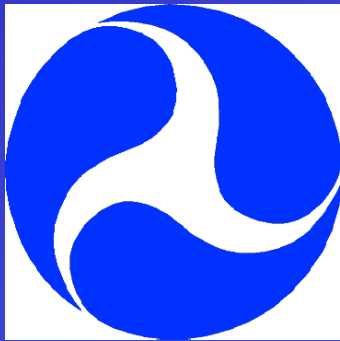


About Federal Lands

Our People

- Approximately 700 in 3 offices + HQ
- Multi-disciplinary staff including Engineers, planners, environmental and technical specialists, contracting, procurement and program support staff
- Substantial portion of FLH program staff funded via fee for service.
- Approximately 25% of FHWA staff





FHWA's Mission:

*Enhance mobility through innovation,
leadership, and public service*

The Vital Few:

Safety, Environmental Stewardship
& Streamlining and Congestion Mitigation



FLH Mission

- Improving transportation access to/within Federal & Tribal lands
- Providing technical services to the highway community



FLH Adds Value Because it:

- Understands partners' role
- Knows the services/products it delivers
- Matches FLH products/services with FLMA's needs
- Innovative in assessing & managing funds



Successful = Partner of Choice

- Control costs
- Be responsible to requests for service
- Meet schedules
- Adhere program goals
- Satisfy our partners



FLH's Key Business Goals

1. Efficiently and effectively deliver WFL's program of projects and services
2. Create a high performing workforce to meet today's and tomorrow's challenges
3. Improve the safety of roads accessing and with Federal lands in the Northwest.
4. Make federal Lands a recognized leader in context sensitive solutions.



RECRUIT

With limitations on full-time equivalent, it is critical to hire well-qualified employees with the right skills and match for our agency. It is also critical that they are hired in time to meet our staffing demands. The Recruiting Plan seeks to determine more effective ways to recruit employees, and examines the possibility of outsourcing the recruiting and hiring function.

Notable Outcomes:

- Mapped the recruiting process to determined obstacles and improvements
- Improved interview techniques
- United Western Federal Lands Highway Division's recruiting efforts for efficiency, consistency, and economy of scale
- Utilized the "Professional Development Program"

TRAIN

The Training Plan seeks to provide Construction with a means to ensure that employees have the necessary skills to excel in the accomplishment of their job duties, and procedures to adequately prepare for advancement to higher-level positions within the agency.

Notable Outcomes:

- Developed comprehensive new employee orientation
- Modified construction staff training schedule to minimize impacts to employees
- Developed "Field Employee Career Planning and Training Guide"
- Developed on-the-job training checklists

Long-Range Staffing Study

The mission of the Long-Range Staffing Study was to develop a framework to recruit, develop, and retain employees for project administration duties (inspector and project manager), and prepare employees for lateral and promotional opportunities within FHWA.

STAFF

The Staffing Plan seeks to identify the elements essential for successful delivery of the program and concentrates on the optimum staffing arrangement that accomplishes this goal, in addition to training and development of core staff.

Notable Outcomes:

- Developed a project staffing model that enables training and mentoring plus responsiveness to increased workload
- Developed a construction management services contract to handle increased program responsibilities while still developing core skills
- Maximized full-time equivalent by using seasonal employees
- Developed competency matrix for emerging skills
- Aligned construction staff training with competency matrix
- Shifted from project engineer to project manager title and role

RETAIN

The increasing program size and limitations on full-time equivalent, along with the nomadic lifestyle of the field employees, puts an ever-increasing strain on our employees. The Retention Plan seeks to address the issues that affect the Field Pool and, ultimately, employee retention. Given the Field Pool's role in administering projects, providing training and development opportunities, and the Pool's customer interface, it is critical to address the issues affecting it.

Notable Outcomes:

- Provided out-year project information to the construction staff
- Continued interaction of construction project staff and upper management through project visits
- Reduced out-of-pocket expenses during long-term temporary duty
- Evaluated establishment of satellite offices
- Improved winter assignments through detailed planning and increased accountability
- Streamlined paperwork



Construction Business Plan

- Keep CE costs at or below 14%
- Use all of Construction's Allotted FTE
- $\geq 85\%$ on Completed Project Survey
- # of Employees over 350 hours overtime
- 80% of the projects \geq quality level goals



Construction

- Alignment with industry
- Sustainability
- Construction management



Key points from 2004

- Sustainability
- Integrity
- Relationships
- Quality of Life



Other activities

- FEQAT
- PAQAT



The Future

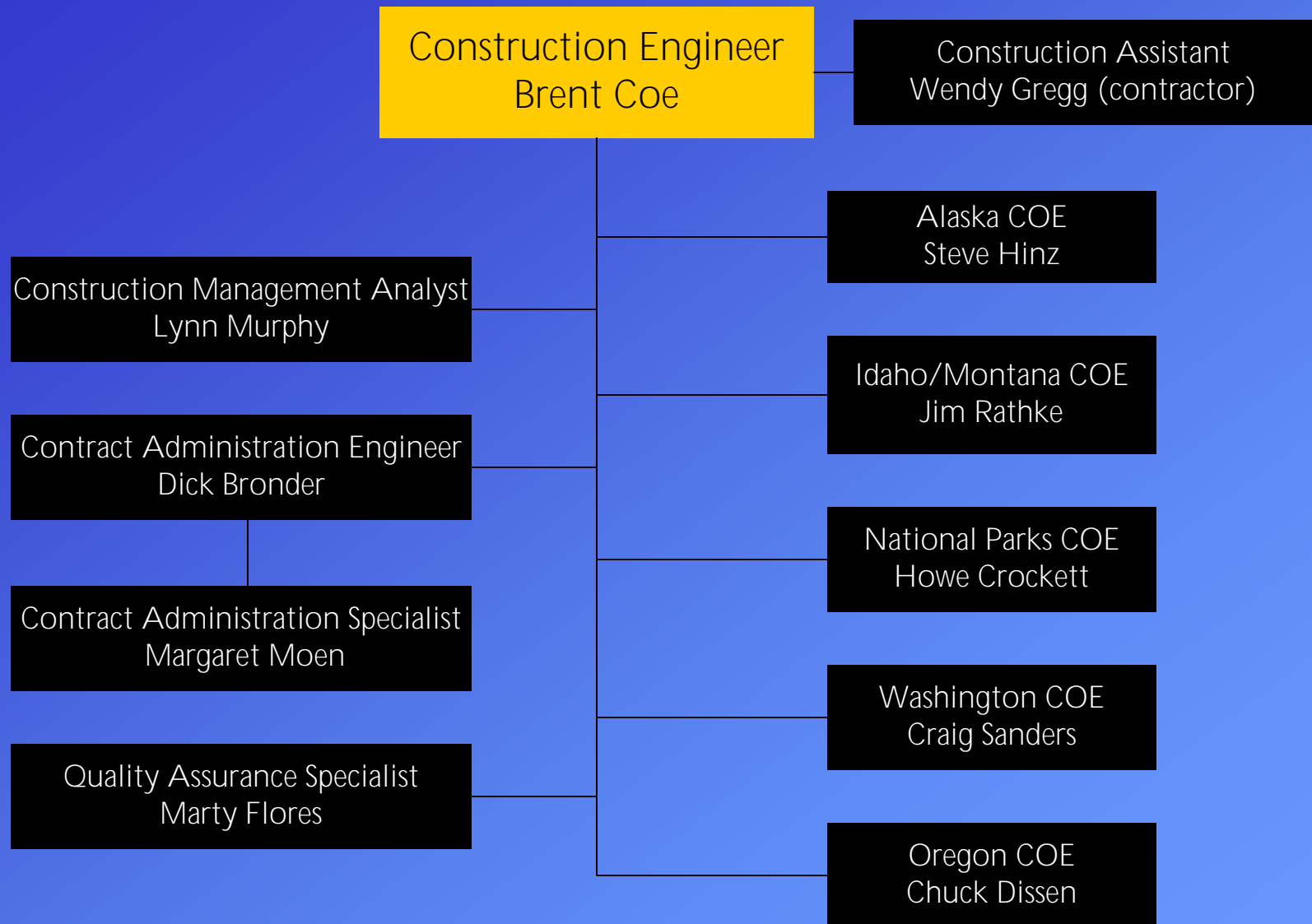
- New study to:
 - Update benchmarks
 - Number of people
 - Workloads
 - Competitive sourcing
 - Stewardship / Oversight roles
- 2010 Reauthorization



Construction Branch Responsibilities



2008 New Employee Orientation



Construction Engineer

- Provides advice and support to staff
- Warranted contracting officer (\$200k and 100 day limit)
- Member of Business Planning Team (BPT)
- Sets direction and vision for the Construction Branch



Construction Management Analyst

- Development and administration of Construction Management and Construction Inspection Services contracts
- Staffing – CN FTE, STEP/SCEP recruitment, Office of Program Delivery recruitment
- Coordinate and manage construction branch overhead and training



Contract Administration Engineer

- Reviews contractor claims and prepares Contracting Officer's Decision
- Provides contract administration advice to the field
- Provides technical support to Legal Counsel on appeals



Contract Administration Specialist

- Top 4 Duties
 - Process progress estimates
 - Process contract modifications
 - Final Review of completed project records
 - Prepare project final reports
- Other Duties
 - Review major projects for aesthetics, and prepare project quality awards
 - Update chapter 8 of the Construction Manual
 - Equipment Budget



Quality Assurance Specialist

- Coordinate construction branch QC QA program
- Review and monitor construction specifications
- Act as liaison to project development
- Provide assistance or coordination for construction branch special projects



Construction Assistant

- Preps and sends delegation of authority and pre-con letters
- Provides all-around support to Construction Staff
- Distributes plan packages
- Tracks consultant inspector invoices
- Updates the project locator
- Updates project staffing
- Track customer surveys



Construction Operations Engineers

- Provide support to Project Engineers and their staff
- Warranted Contracting Officers (\$50k and 50 day limit)
 - Issue Notice to Proceed
 - Approve contract modifications, etc.
 - Accept completed project
- Handle elevated project issues
 - contractor, customer, public
- Coordinate with design
 - Reviews, hand-off meetings
- Staffing
- Supervisory duties



Field Pool Responsibilities (The Big 5)

1. Contract Administration
2. Technical Oversight
3. Project Management
4. Public Relations
5. Supervision



Field Pool Responsibilities

1. Contract Administration

- Contract Application
- Project Documentation
- Contract Modifications
- Measurement/Payment



Field Pool Responsibilities

2. Technical Oversight

- Project design/layout
- Technical documents
- Construction practice
- Environmental concerns



Field Pool Responsibilities

3. Project Management

- Resource allocation
- Cross-functional team coordination
- Engineering costs and contract growth
- WFL office processes



Field Pool Responsibilities

4. Public Relations

- Customer satisfaction
- Public perception/satisfaction
- Contractor relations



Field Pool Responsibilities

5. Supervision

- Project assignments/coaching
- Performance evaluations
- Agency/Office mission and goals



Ethics: The Common Sense-Plus Approach to Governmental Integrity



Relationships with Construction Contractors

- Gifts-Potential Traps for the Unwary
 - Money or gift cards
 - Items of value
 - Services
 - Travel
- Maintain Cordiality



Relationships with Consultant Inspectors

- Same prohibition on gifts
- Meals
- Food in the office
- Free tickets
- Rides
- Personal friendship



Use of Government Property

- Vehicles
- Copiers and Faxes
- Computers
- Internet
- Telephone
- Other Property



Telephone Usage During Long Term TDY

Admin. Manual

- Allowed to make a brief phone call not to exceed 5 minutes and/or \$5.
- Order of precedence on usage
 1. Government Telephone
 2. Government Cell Phone
 3. Government Calling Card
 4. Commercial phone – only under extenuating circumstances.



Government Equipment & Supplies

Do not use for personal needs.



Government Owned Vehicles (GOV)

Ch. 11 of WFLHD Admin Manual

- Official use only.
- No smoking in GOV.
- Cell Phone – Hands free usage preferred.
- Always use GSA Gas Card. **Do not** use purchase or travel card.
- Become familiar with GSA Rules – Orange Book

<http://wflnet.wfl.fha.dot.gov/policies/>



Moving On . . .

- Offers of Employment
- Not a "No" is a "Yes"
- Post-Employment Restriction



Miscellaneous Matters

- Credit Cards
- Lobbying – recent emails
- Face of the Government



Performance Appraisals

- Form FHWA 1552
- Performance Objectives



Form FHWA 1552

- Ratings
 - Outstanding
 - Meets or Exceeds Requirements
 - Fails to Meet Requirements
- Rating Cycle
 - Initial
 - Mid-term
 - End of year



Training

- In House Training
- Local Training
- FHWA/NHI Training
- Rotational Assignments



Awards Program

Federal Employee Handbook FHWA
Employee Handbook

- Performance Awards
- Incentive Awards
- Honor Awards



Construction Awards Program

- Each branch is allocated money based on the number of FTE.
- Project Quality Awards - \$7,300
- Safety – not to exceed \$10,000
- Individual Performance – Remaining Balance
- Other – cheers for peers, gift certificates, time off, quality step increase



CONSTRUCTION REFERENCES

- Contract Documents and Related References
 - Contract documents
 - Federal Acquisition Regulations (FAR)
 - Transportation Acquisition Regulations (TAR)
 - Special contract requirements (SCRs)
 - Plans
 - Supplemental specifications
 - Standard specifications
 - FP 96 or FP 03



CONSTRUCTION REFERENCES

- Contract Documents and Related References
 - Referenced documents
 - Federal Lands Highway Field Materials Manual
 - AASHTO standards
 - ASTM standards
 - <https://login.ihserc.com/cgi-bin/ihlogin>
 - Geotechnical report
 - Manual on Uniform Traffic Control Devices (MUTCD)
 - Other
 - PE hold file



2008 New Employee Orientation

Project: _____	
Prepared by: _____	Date: _____

<u>Document Name</u>	✓=Included AV=Avail/Not Incl NA=Not Applicable
----------------------	------------------------------------------------------

◆ **AGREEMENTS:**

Project Agreement	_____
Material Source Agreements	_____
ROW and Easement Agreements	_____
Utility Agreements	_____
Cooperating Agency Agreements	_____

◆ **DESIGN BOOK INFORMATION:**

Highway Design Standards: WFLHD-3 (design exceptions list)	_____
Quantity Support Calculations (including structures)	_____
All Correspondence	_____
Field Review Memos and Trip Reports	_____
Mail/Telephone Listing of principal contacts (Design, Environment, etc.)	_____
Design Narrative (Special Design Considerations)	_____

DESIGN INFORMATION:

◆ Staking Books (Default accuracy settings to 2 decimal places):

Clearing Notes (2 copies)	_____
Slope Stake Notes, Version 2 (2 copies)	
- Metric decimal settings to 2 places	_____
- US Customary decimal settings to 1 place	_____
Staking Detail (2 copies)	_____
XYZ Reports (All layers) (2 copies)	
- Metric decimal settings to 4 places	_____
- US Customary decimal settings to 3 places	_____
Seeding Design Listing (8½" x 11") (2 copies)	_____

◆ Horizontal Alignment Data Listings, Geopak "Describe Alignment" (8½" x 11")

- Metric decimal settings to 4 places	_____
- US Customary decimal settings to 3 places	_____

◆ Vertical Alignment Data Listings (8½" x 11") (2 copies)

- Metric decimal settings to 3 places	_____
- US Customary decimal settings to 2 places	_____

Profile (22" paper) 1:1000 [1" = 100'] H; 1:100 [1" = 10'] V (2 copies)

◆ Earthwork Report (8½" x 11") (2 copies)

Slope Stake/Cogo Radial Stake Out (CSV Format -- Digital)



2008 New Employee Orientation

R/W Radial Stake Out (CSV Format -- Digital)	_____
Excel Earthwork spreadsheet on Computer Disk	_____
① Plotted Cross-Sections with Subgrade shots labeled: (11" x 17") (2 copies)	_____
② Plotted Culvert Cross Sections (11" x 17") (2 copies)	_____
Right-Of-Way Plats and Plans (2 copies)	_____
CONTRACT INFORMATION:	
Environmental Documents (2 copies)	_____
Geotechnical Report (2 copies)	_____
* Contract Package with Addenda (2 copies)	_____
* SCR in Digital Format	_____
* Telephone Question Forms	_____
PROVIDED UPON REQUEST:	
Plans (34" x 22") (2 copies) (Contracts to provide)	_____
Cross Sections: Larger size	_____
Ditch Line Profile (22" paper) 1:1000 [1" = 100'] H; 1:100 [1" = 10'] V (2 copies)	_____
Cross Sections: (11" x 17") (Additional Copies)	_____
Working Design files in Digital Format with Notice Letter	_____
◆ To be placed in binders	
* To be furnished 15 days after Bid opening	
① Include within the normal plotted cross sections, all culvert cross sections (culverts designed to displace ditch and surface runoff). Cross sections should reflect excavation quantities required in the construction of catch basins, flat bottom ditches, warped cut slopes, etc... for the pipe installations. Typically these culvert cross sections would only occur at the inlet stations.	
② Provide plotted, skewed cross sections at major culverts (>900 mm [36"]) where the drainage design is not shown on a separate plan sheet within the plans. Cross sections should reflect the final proposed road template (Geopak-Proposed Tin), to accurately determine culvert length and design.	
Remarks:	
Project Engineer Hold File Delivered to Project Engineer at Handoff Meeting	
Received By: _____	Date: _____



CONSTRUCTION REFERENCES

- Administrative References
 - Construction Manual
 - Field Note Samples
 - Administration of Government Contracts
 - US Army Corps of Engineers Manual
 - Construction Equip Ownership & Operating Sch
 - <http://www.nww.usace.army.mil/cost/>
 - Administrative Manual
 - http://wflnet.wfl.fha.dot.gov/policies/admin_manual/
 - Employee Handbook



CONSTRUCTION REFERENCES

- WFL Web Sites
 - <http://www.wfl.fhwa.dot.gov/>
 - <http://wflnet.wfl.fha.dot.gov/>



CONSTRUCTION REFERENCES

- Technical References
 - Asphalt related
 - HMA Pavement Smoothness
 - Hot-Mix Asphalt Paving Handbook
 - Principles of Construction of Hot-Mix Asphalt Pavements
 - Concrete related
 - Design and Control of Concrete Mixes



CONSTRUCTION REFERENCES

- Technical References
 - Erosion control
 - Best Management Practices – Field Manual on Sediment and Erosion Control
 - Safety
 - MUTCD
 - Guidelines for Temporary Traffic Control
 - Quality Standards For Work Zone Traffic Control Devices



CONSTRUCTION REFERENCES

- Technical References
 - Safety
 - Flagging Handbook
 - Occupational Safety and Health Administration (OSHA) (Construction Industry – OSHA 2202)
 - <http://www.osha.gov/gov.topics.html>
 - <http://198.17.175.81/Publications/osha2202.html>
 - Qualified testing technicians (reference only)
 - <http://www.waqtc.org/>
 - Other
 - Construction Tool Box
 - Project CD



CONSTRUCTION REFERENCES

- New Employee's Inventory
 - Current FP
 - Contract & Plans
 - MUTCD
 - Construction Manual
 - Quality Standards For Work Zone Traffic Control Devices
 - Installation Manual for Steel Pipe Culverts
 - Field Materials Manual (from Materials Section)
 - Administrative Manual (from Sharon Craven)
 - Field Note Samples
 - CI Handbook
 - Hardhat, safety vest, tape, etc.



Tips on what it takes to be Successful!

- PIE Principle
- Excerpts from the book “Winning” by Jack Welch



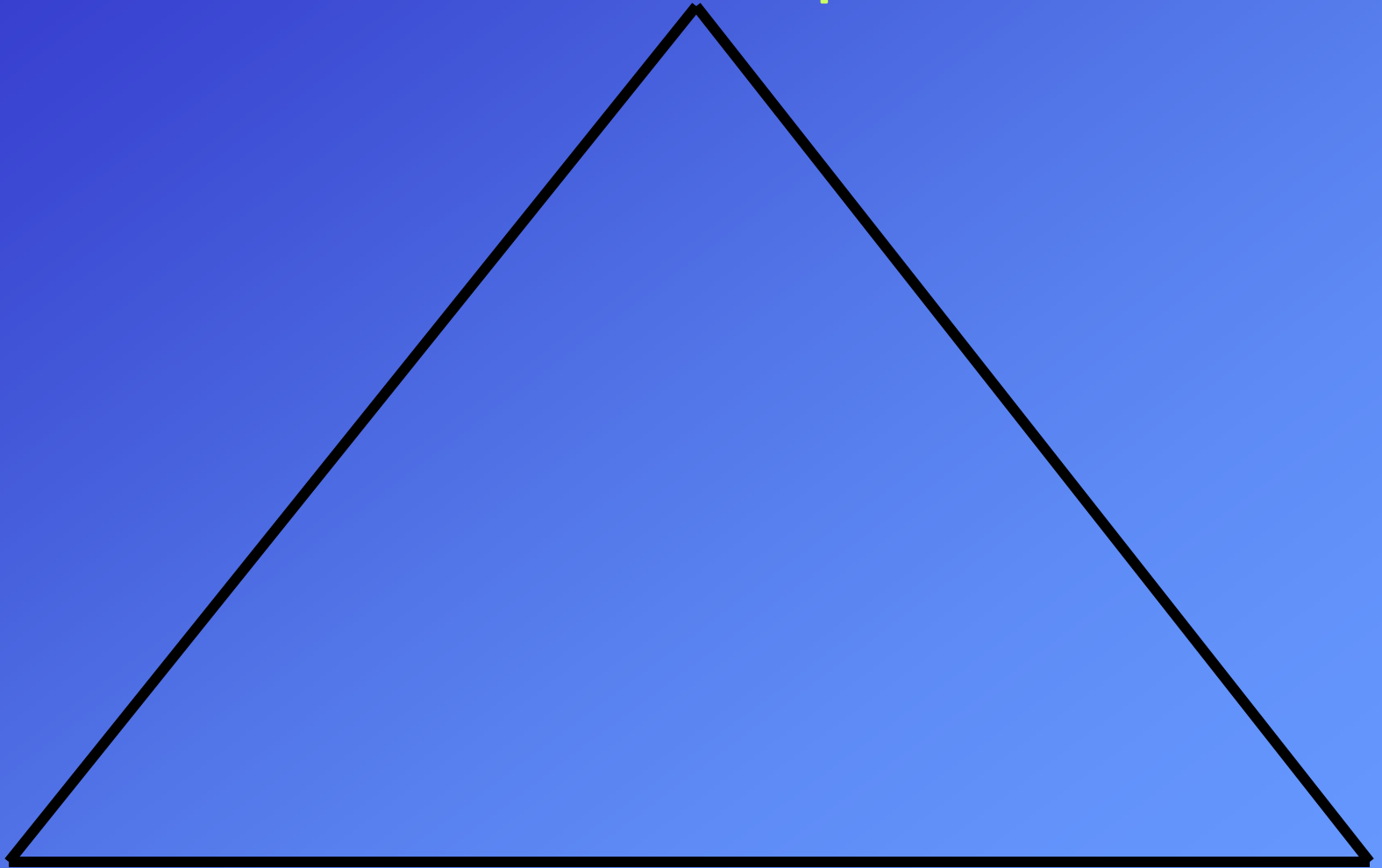
PIE Principle

- Performance
- Image
- Exposure

To be successful, both you and the agency,
requires all three!



PIE Principle



Performance

Perform means *"to begin and carry through to completion."*

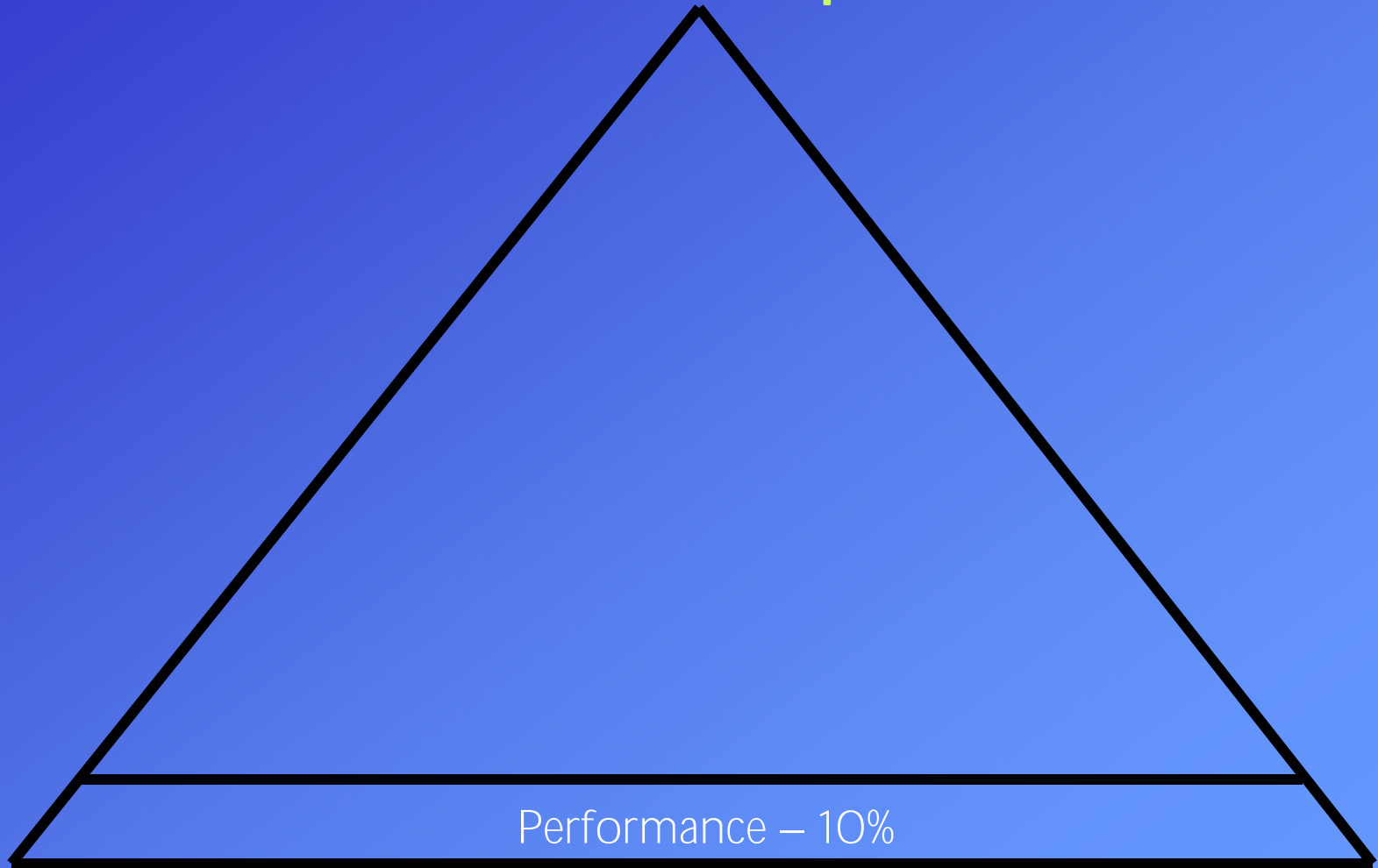
Therefore Performance *"is the act of beginning and carrying through to completion."*

What are we looking for?

- Ability to produce and achieve results
- Willingness to learn
- Initiative
- Attitude



PIE Principle



Image

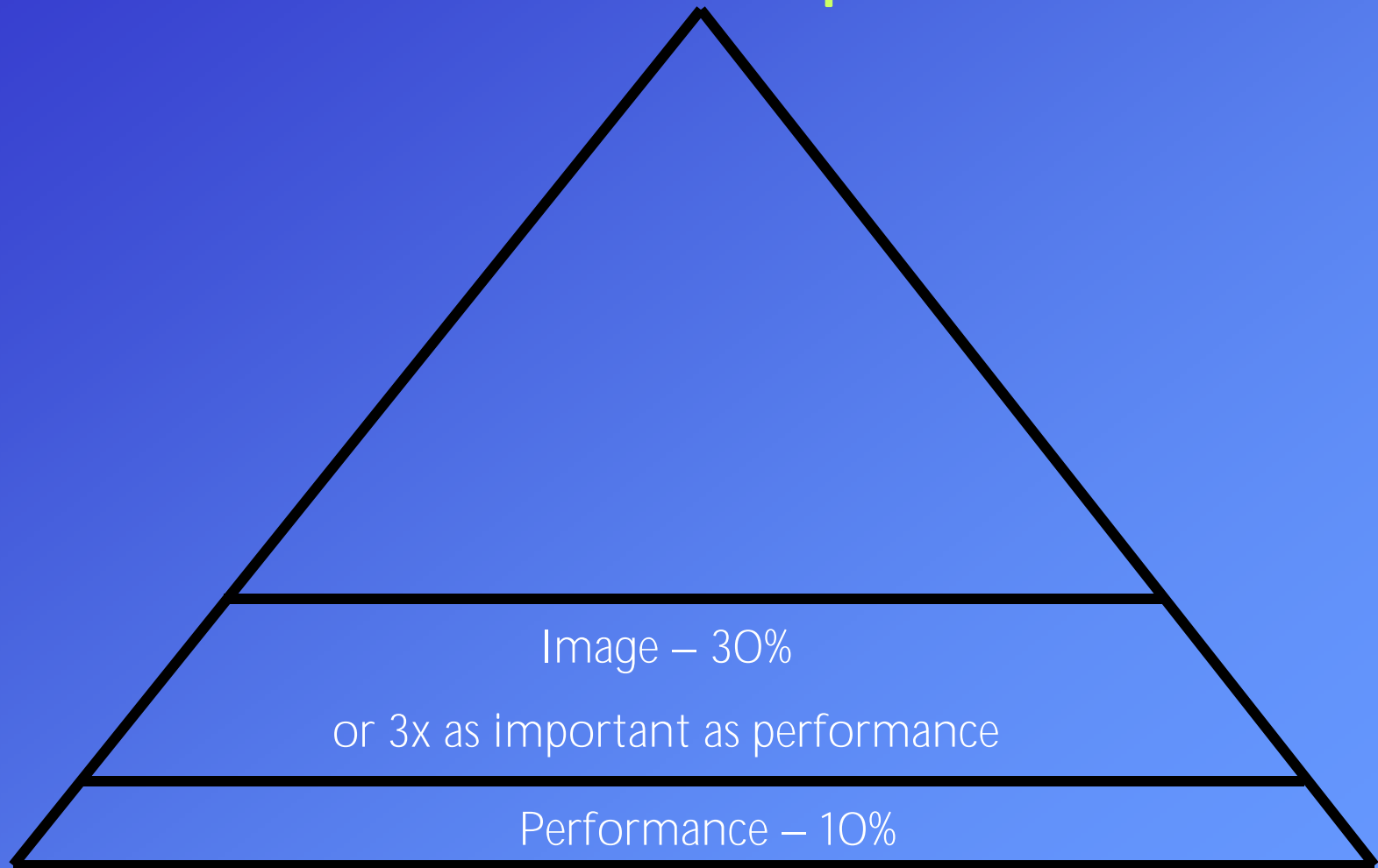
One definition of Image is *"The character projected by someone or something to the public.." ie: Reputation*

What does this entail?

- What other people know about you.
- How you behave and can include
 - Appropriately dress
 - Hygiene
 - Mannerisms



PIE Principle

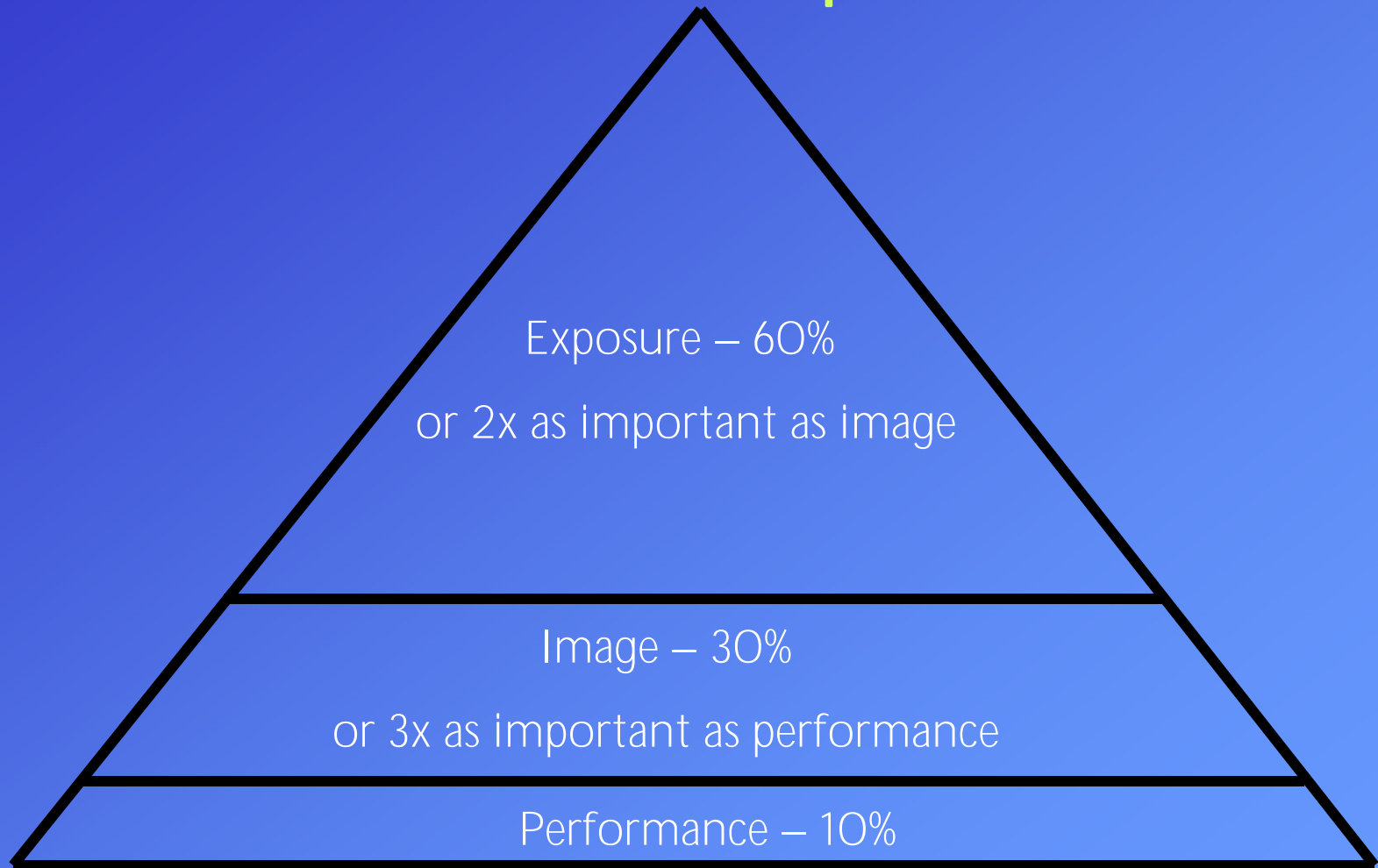


Exposure

- This happens every time you act in front of others.
- To be successful you must be known beyond the walls of the project office.
- You never know who might be on the selection panel for your future promotions.
- Networking with coworkers is important to your success and the success of WFLHD.
- A mentor/supervisor who is your advocate is crucial.



PIE Principle



Examples of PIE Principle

Name	P	I	E	Outcome
Tiger Woods	+	+	+	Highly Successful
Princess Diana	+	+	+	Highly Successful
Kobe Bryant (After)	+	-	+	Lost millions \$\$
Pete Rose (After)	+	-	+	Lost \$\$\$
Ryan Leaf (QB)	-	?	+	Washed out
Jonas Salk	+	+	?	Developed Polio Vaccine
Enron	-	-	+	Bankrupt
WFLHD	+	+	+	Highly Successful



Winning by Jack Welch

- Acid Tests to Hiring
- 4 E's (and 1-P)



Acid Tests

The following three assessments were considered when you were hired:

- Integrity
- Intelligence
- Maturity

And we will continue to monitor you on these traits!



Welch's 4-E (and 1-P) to being a Leader

- Energy – must be positive
- Energize – must have the ability to energize others.
- Edge – Courage to make tough yes-or-no decisions.
- Execute – must be able to get the job done.
- Passion – Heartfelt, deep, and authentic excitement for the work.



